DOCUMENT RESUME

ED 365 839 CE 065 482

AUTHOR Cocheu, Ted
TITLE Making Quality Happen: How Training Can Turn Strategy into Real Improvement. The Jossey-Bass Management Series.
REPORT NO ISBN-1-55542-521-6
PUB DATE 93
NOTE 198p.
AVAILABLE FROM Jossey-Bass, 350 Sansome Street, San Francisco, CA 94104 ($27.95).
PUB TYPE Books (010)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Job Development; Job Satisfaction; *On the Job Training; *Organizational Development; Organizational Effectiveness; *Organizational Objectives; Organizational Theories; Planning; *Quality Control; *Staff Development; Systems Development; Teamwork; *Work Environment

ABSTRACT

This book, written by an organizational development director and consultant in the fields of quality improvement, management, and design of training systems to Fortune 500 clients, offers a six-step improvement strategy and a six-phase training curriculum that can be adapted to the needs of companies in various fields. Seven chapters present ideas on how to make training effective, how it all fits together, how training integrates with strategy, and how to develop the organization by developing people. Chapter 1 describes what must be done to improve quality and establishes the context for the succeeding chapters. Chapters 2-7 describe each of the six training phases in detail, showing what kind of training is needed at every level of the organization, when it is needed, and how people can acquire the relevant concepts, techniques, and skills. Chapters cover the following topics: building a leadership foundation, gaining understanding and commitment throughout the organization, implementing a quality management system, empowering improvement teams, improving production and business processes, and creating a learning organization. A resource section at the end of the book provides an overview of quality as seen by five quality experts: W. Edwards Deming, Joseph M. Juran, Armand V. Feigenbaum, Philip Crosby, and Masaaki Imai. Contains 83 references. (KC)

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